

# HPN's strategy is to promote recovery, resilience, and racial equity.



## *Our Vision*

The Housing Partnership Network's vision is that all people live in vibrant and inclusive communities where access to affordable homes creates opportunity and economic mobility.

## *Our Mission*

Through practitioner-driven peer exchange, policy and innovation, our mission is to leverage the individual strengths and mobilize the collective power of our member organizations.

## *Advancing Racial Equity*

Embedded within our strategic plan is a systems approach to advancing racial equity and justice. This *Housing for Healing* agenda reflects HPN's commitment to uplift our communities. We will make measurable progress towards achieving racial equity by helping residents and homeowners **build wealth, redirecting power** within our own organizations and in the way we conduct business, and **changing institutions** so that policies and practices are more just and inclusive.

## HPN STRATEGIC PLAN (2021-2023)

Over the next three years, we aim to preserve and increase access to affordable homes, create economic mobility for residents, and drive investment to under-resourced communities.

### GOALS



*Enhance HPN's Sustainability & Impact*



*Advance Public Policies*



*Accelerate Business Innovation*



*Raise New Capital Sources*

# HPN STRATEGIC PLAN (2021-2023)



## Enhance HPN's Sustainability & Impact

Support HPN members' efforts to increase the racial diversity of their staff and leadership.

Increase the racial diversity of HPN's staff and vendors, and work to achieve more equitable business practices and diversify the membership of HPN and its board.

Strategically scale HPN's existing social enterprises for greater financial return and member impact.

Through proactive risk/asset management of HPN's enterprise portfolio, optimize Network sustainability and member benefit.

Strengthen HPN's financial position by developing strategies to generate unrestricted cash and increase liquidity.

Assess and communicate the impact and outcomes of HPN and its members.

Strengthen HPN's internal financial, operating, and data systems and processes to build and maintain the infrastructure to support the organization and the achievement of the strategic plan.



## Advance Public Policies

Identify public policy changes and practices that promote equitable access to housing, wealth and asset building for people, businesses and communities of color.

Advocate for federal policies that help members provide rental housing, homeownership and increased investment in CDFIs/community development to achieve a resilient recovery.

Share and replicate amongst the membership innovative policies at the state and local level that promote recovery, housing stability, economic opportunity, including the effective deployment of funds and programs in the American Rescue Plan.

Position HPN and its members with the new administration and Congress as leaders in delivering effective solutions to the nation's housing and community development challenges.



## Accelerate Business Innovation

Replicate best practices and develop new financing products or vehicles for members to promote affordable and equitable homeownership, especially for people of color.

Promote equitable and inclusive business practices amongst Network member organizations and at the sector level.

Through member peer exchange, identify and explore new initiatives and enterprises that increase HPN impact, scale and sustainability and help members promote a resilient recovery from the pandemic.

Identify adaptations and innovations members have implemented during the COVID-19 pandemic that should be permanently replicated and scaled, including anti-displacement/eviction prevention efforts.

Advance member collaboration to promote the well-being, health and asset building of their low-income residents and customers/borrowers.

Advance product and business innovation for the more efficient and sustainable design, construction and operation of affordable housing.



## Raise New Capital Sources

Identify new and increased capital sources to support HPN's and members' efforts to address racial inequities and to help close the racial wealth gap.

Raise funds from corporate, philanthropic, institutional and public sources to expand member access to flexible debt, equity or equity-like capital.

Increase philanthropic grants to support HPN and HPF operations and member initiatives.

Increase investment capital to expand HPF's lending activity.

Promote HPN multifamily developer members as part of a distinct asset class for fixed income, institutional investment into entrepreneurial, scaled housing nonprofits.



**HOUSING  
PARTNERSHIP  
NETWORK**